Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Malick, Joseph C

Position: Human Resources Specialist, GS-0201-14

Organization: CPA

Main Appraiser:Gannon, Maureen

Date Developed: 14-NOV-2016

Date Issued: 15-NOV-2016

Critical Element: Customer Relations(20%)

Description: Description: (A) Customer Care and Intimacy; (B) Customer Outreach/ touch-points; (C) Customer Feedback - 365 days and 360 degree Customer & Employee; (D) Quality and Timeliness of Service – Performance progression from 'Reliable Provider' to 'Trusted Advisor' to (Gives Advice/Low Ownership) 'Collaborative/Valued Partner' (Shares Ownership/ 'At the Table'); (E) Awareness of Customer Business - Know your customer's business; and (F) Ensures Customers Results
Specific Measure:

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
GSA Strategic Goals; GSA Priorities; OHRM FY15 Organizational Commitments	Customer Satisfaction; Timeliness; Quality; Cost effectiveness	See Description	Demonstrates awareness of customer's basic business model. Sometimes reacts to customer needs and delivers to customer expectations.	Shares expertise with others about the customer's business. Usually reacts to customer needs and delivers to customer expectations.	Demonstrates understanding of the customer's business model and actively shares expertise with others about customer dynamics. Shares expertise with customers about HR topics. Routinely and proactively develops solutions that support the customer's business objectives. Supports customer from initial contact through resolution/results (i.e., owns the handoffs).	Provides expertise with customers about the current and future implications of HR business decisions. Consistently influences customer's business operations. Anticipates and validates customers requirements and structures delivery to improve customer's ability to achieve timely business outcomes. Ensures customer receives seamless support from across OHRM from initial contact through resolution/results.	Actively and routinely engages with customers as a valued partner and contributes to customers strategic direction and decisions. Sought out for recognized expertise in achieving customer business outcomes (i.e., the "go to person"). Serves as a role model for superior customer service within OHRM.	Customer feedback; surveys; Supervisory observation; Feedback from customers; Oversight organizations (e.g.,IG, OCIO, OCFO, etc.); Actual performance in relation to measures & targets; SES; Customer/stakeholder team (made up of Services, Staff office

Critical Element: RESULTS DRIVEN(40%)

Description: Description: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

This critical element includes specific performance requirements (objectives/commitments) expected of the executive during the appraisal period, focusing on measurable outcomes from GSA's strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified.

Ensure all team members update applicable workload trackers as required.
Support a talent pipeline & the agency's target of increasing % of employees at the GS-11 and below by actively promoting appointing authorities that target entry-level positions (non-competitive hiring authorities, Pathways appointments, etc.)
Percent of actions meeting SLA targets in Staffing and Workforce Relations excluding delays outside of HR's control (Target 80%)

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GSA Strategic Goals; GSA Priorities; OHRM FY15 Organizational Commitments	Customer Satisfaction	Applicable Measures & Targets in OHRM FY15 Commitments	Provides intermittently accurate, legally sound and timely products and services results. Delivers some programs, projects and initiatives with limited risk management. Makes business decisions that are sometimes misaligned with the vision or goals.	Provides minimal quality products and services to colleagues and customers. Delivers most programs, projects and initiative as required. Participates in collaborative decision-making with other leaders as needed.	Provides consistent, high-quality (accurate, legally sound, and timely) products and services and positions the organization for future success. Delivers on programs, projects and initiatives within budget on time and communicates to all stakeholders when targets are at risk. Makes sound, timely and well-informed business decisions	Positions the organization for future success across the enterprise through program integration to enhance the customer experience and promote organizational value. Actively collaborates to maximize results through the creation of connection points with other business lines within the organization. Exercises seasoned judgment	Understands the customer's business needs within the context of the direction of the Agency and the Federal Government and delivers solutions that ensure alignment and provides the products and services to integrate, champion and achieve the desired outcome. Delivers exceptional results on a consistent basis.	Customer feedback; Timeliness of response; Level of participation with customers; Supervisor's observation

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					that support the overall mission, vision, and goals of the organization; works collaboratively with other leaders to ensure decisions are timely and sound. Analyzes problems and brings technical expertise to bear on program delivery.	in decision making/information sharing and takes calculated risks to get measurable results and communicates decisions to stakeholders. Calculates risks relative to process improvements that enhance products and services to position the organization for future success.	Provides exceptional customer experience.	

Critical Element: LEADING CHANGE(10%)

Description: Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

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			Level 1	Level 2	Level3	Level4	Level5	
GSA Strategic Goals; GSA Priorities; OHRM FY15 Organizational Commitments	Quality of contributions, Quantity of effort, Timeliness of action	Applicable Measures & Targets in OHRM FY15 Commitments	Partially implements process improvements as designed. Executes on some goals and priorities as outlined to comply with strategic direction.	Implements process improvements as designed. Implements goals and priorities for implementing the strategy and vision. Promulgates the OHRM operating principles.	Identifies and champions process improvements and solutions that impact the enterprise and further OHRM/GSA vision and goals. Formulates short and long term goals, sets priorities and establishes strategies for implementing vision. Identifies and promotes new ideas and adapts to and influences changing work situations and priorities. Shapes the organizational culture by promulgating the OHRM operating principles.	Identifies and initiates new/innovative approaches to achieving business results. Drives key aspects of GSA•'s and OHRM's business and cultural transition towards operational excellence.	Institutionalizes and integrates key aspects of the GSA's and OHRM's operational and cultural transition towards operational excellence.	Feedback from superiors, colleagues, customers & subordinates; level & frequency of involvement in team efforts; supervisor's observation

Critical Element: LEADING PEOPLE(10%)

Description: Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Promotes employee growth and development through the establishment of IDPs.

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers

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employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Promote employee development and learning through performance engagement and recognition, and implement strategies to support a highly skilled and diverse workforce. Use the Employee Viewpoint Survey to identify and address issues related to employee engagement, development, and satisfaction. Monitor organizational health in GSA's and OHRM's identified key engagement-driving categories. Connect employees to GSA's mission and priorities through consistent, effective and timely communication. Model GSA values of integrity, transparency, and teamwork while ensuring GSA is a model of equal employment opportunity.

•Percentage of HR Services employees who have completed all mandatory GSA training on time (95%)

Performance plans and IDPs for eligible employees are approved by 11/13/15.

Host quarterly 'all hands' meetings with staff to ensure timely communication of agency priorities & reinforcement of GSA & OHRM mission & vision.

Support development, implementation and assessment of an HR Services engagement action plan; show progress on at least 2 action items.

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GSA Strategic Goals; GSA Priorities; OHRM FY15 Organizational Commitments	Quality of engagement, Quantity of effort, Timeliness of action	Applicable Measures and Targets in OHRM FY15 Commitments	Implements diversity policies and provides minimal support to recruiting, developing and retaining a diverse workforce.	Complies with minimum HR and EEO regulatory requirements. Intermittently promotes teamwork, acceptance and productivity.	Builds a results-oriented culture that encourages feedback, teamwork, collaboration, and appropriate risk-taking in a manner that fosters organizational effectiveness. Fosters performance excellence through alignment of efforts with the CPO vision, mission, and goals. Motivates people towards achievement and development by encouraging staff to work outside of their standard range. Fosters high performance and takes corrective action.	Initiates and sustains action to accomplish the organizational program goals by guiding, challenging, and motivating others and gaining the confidence and active support of subordinates peers and multiple internal and external customers and stakeholders.	Empowers staff and achieves voluntary commitment to shared values and goals, and adapts leadership style to different situations. Is a recognized leadership role model among staff and peers (e.g., represents the ideal leader in OHRM).	Feedback from superiors, colleagues & subordinates; quality of management documentation; timeliness of response to management action due dates; supervisor's observation

Critical Element: BUSINESS ACUMEN(10%)

Description: Definition: This core qualification involves the ability to manage human, financial, and information resources strategically. Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Reduce internal costs of operations. Ensure timely, affirmative and accurate responses to investigations, evaluations, audits and FOIA requests. Close repeat findings >1 year old. Ensure the timeliness, responsiveness, completeness and accuracy of all correspondence and other documents. Scale up the adoption of improved technologies to foster internal efficiencies. Improve data quality, reporting and business analytics. Contribute to achieving small business and subcontracting goals. Drive accountability for acquisition performance throughout the acquisition life-cycle.

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			Level 1	Level 2	Level3	Level4	Level5	
GSA Strategic Goals; GSA Priorities; OHRM FY15 Organizational Commitments, GSA Directives, Law/Regulations	Quantity & timeliness of results achieved, Cost effectiveness; Return-on-	Planned vs Actual Obligations, Filled Positions, Unit Cost, Income vs Expense	Is aware of some key issues affecting the organization, including financial, human capital and technological factors, and sometimes uses the information to make program decisions.	Stays informed about most key issues affecting the organization, including financial, human capital and technological factors, and uses the information to make program decisions. Demonstrates a workable	Applies understanding of GSA's business operations and OHRM's overall resource posture to collaboratively formulate, execute, and monitor budget. Effectively recruits, selects, develops, evaluates,	Leverages all resources to maximize efficiency and produce high quality results. Provides continual feedback on the improvement of IT tools and identifies new tools that could improve unit•fs service delivery and/or reduce costs.	Implements new processes, policies, procedures and/or systems across the enterprise that improves customer satisfaction with consistent and/or repeatable indicators of positive ROI and technical quality.	Actual $ & FTE resource use vs budget plan; adherence to guidance & mgmt controls; Supervisor's observation; Feedback from financial & acquisition professionals

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, Approved OHRM Budget and HR Services Budget Allocation	investment	(bottom line)		knowledge of OHRM and GSA business operations.	recognizes, and takes corrective action to ensure a high performing workforce. Demonstrates understanding of contracts to effectively deliver programs. Assesses impact of changes on financial, human capital, and technology conditions and takes actions to address risks, consequences, and potential trade-offs to achieve goals/ customer requirements within financial constraints. Demonstrates a keen awareness of what is happening in government and industry and quickly responds in a way that achieves positive results for the organization. Understands available IT tools and uses this technology to support program and individual performance while protecting the security and integrity of privacy data.			

Critical Element: BUILDING COALITIONS/COMMUNICATION(10%)

Description: Definition: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

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GSA Strategic Goals; GSA Priorities; OHRM FY15 Organizational Commitments	Quality of communica tion, Quantity of effort, Timeliness of action and/or response	None	Participates with stakeholders •eas directed•f to make decisions. Sometimes maintains tactical/as-needed relationships with stakeholders necessary to achieve business results. Demonstrates intermittent success at building effective collaborative behaviors to build consensus or gain cooperation in the achievement of shared goals/result.	Usually identifies appropriate stakeholders for required business decisions. Usually establishes relationships and gains cooperation on a tactical/as-needed basis to meet business needs. Usually considers the political environment and stakeholder alignment in decision making to achieve desired results.	Routinely builds and strengthens relationships and alliances with other leaders internal and external to the enterprise as a foundation for achieving results. Understands the political environment and leverages the relationships between individuals and organizations to ensure decisions and actions are aligned with GSA Vision, Mission and Goals. Facilitates good and timely decision-making by building	Maintains and expands relationships and alliances with internal and external leaders and finds common ground to address competing interests to achieve results. Anticipates changes in trends, initiatives, and the socio-economic and political environments and positions the organization to adapt, react, and mitigate impact of those changes and to use those changes to move the agency forward.	Leverages relationships and alliances internally and externally to build coalitions critical to the development of solutions that align with and advance program and GSA goals and mission. Forges relationships, previously contentious or hostile to facilitate good and timely decision-making. Demonstrates exceptional awareness of customer and integration of GSA•fs overall strategic goals.	Feedback from superiors, colleagues & customers; quality of written & oral communication; timeliness of response to others; supervisor's observation

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					consensus and gaining cooperation from others to achieve results.	Positions the organization and leverages the relationships between individuals and organizations to ensure decisions and actions are aligned with GSA Vision, Mission and Goals.		

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